



The Role of Strategic Foresight in Achieving the Pioneering Social Orientation : an Analytical Study of the Opinions of a Sample of University Leaders in Private Universities in the Middle Euphrates Region

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Abstract: *The current study aims to determine the role of strategic foresight through its dimensions (environmental scanning capabilities, strategic choice capabilities, integration capabilities) in achieving the pioneering social orientation through its dimensions (adopting social risks, social proactivity, and social relations). This is because the research problem was represented by a number of questions that were designed to identify the intellectual frameworks of its variables, diagnose the level of interest in them in the field, and identify the appropriate procedures. The organization's main method for collecting information about the field component of the study was a questionnaire form, and the sample size was 149. By examining the link between these variables, two primary hypotheses were established, from which a number of subhypotheses were derived to gauge the degree of association and influence. With the help of (university leaders) in the subject, private universities in the Middle Euphrates region were selected for the study and testing of its theories. SPSS.V.29 The study came to a number of recommendations. Several results were reached with the program (Amos.V.26), but the most important one is that strategic foresight has a link of association and effect Moral in the social entrepreneurial orientation.*

Keywords: *Strategic Foresight, Social Entrepreneurial Orientation, Strategic Insight*

1. INTRODUCTION

Two of the most important strategic topics that assist the management of the organization in accomplishing its objectives through the development and definition of strategic policies to address environmental challenges and changes and, ultimately, achieve success are the nature of the strategic foresight stage and the pioneering social orientation. In light of the difficulties that organizations confront, the current research aims to address current issues that play a significant and unique role in the sustainability of their performance. Over the past 20 years, the difficulties facing the corporate environment have grown, putting more strain on firms. The first of the four sections discussed the research procedure; the second included the intellectual and philosophical foundations of the research variables; the third covered the field component of the research; and the fourth included a set of conclusions and recommendations.

Scientific Methodology Of Research

First: - Research Problem

Rapid change and volatility in the external environment present numerous issues for modern corporate organizations, necessitating the adoption of contemporary ideas and procedures that allow them to stay up to date with these developments. Strategic foresight is arguably one of the most crucial of these ideas and techniques, and it may be used to help these

firms achieve their innovative social orientation. Even if strategic planning is crucial as a methodical process that foresees organizations' future horizons and gets ready to face them, It is no longer enough to stop there; instead, decision makers must work hard to investigate environmental opportunities and threats and make investments in the right opportunities in order to develop their strategic foresight and future map-making and scenario-making skills. Given the aforementioned, the goal of the current study is to bridge the knowledge and application gap in order to understand and interpret the relationship between variables. To this end, the following sub-questions are derived from the main question, which is: Can the relationship between strategic foresight and pioneering social orientation be explained.

1. Do the colleges and universities under study have a clear understanding of the nature and scope of strategic foresight?
2. Are the aspects of the social entrepreneurial orientation and their significance recognized by the sample surveyed?
3. How do strategic foresight and social entrepreneurial orientation relate to each other?

Second: - Importance Of The Research

The practical value of the research can be identified and described using a variety of important points, perhaps the most prominent of which are as follows:

1. The study's importance stemmed from the importance of the research community (private college and university administrations) and their role in developing competent cadres who assume the development of reality in the majority of organizations operating in the governorates of Iraq's Middle Euphrates.
2. The study aims to bring strategic foresight into play in the private education industry.
3. The study helps identify the barriers that private universities in the Middle Euphrates region (research sample) have in achieving the pioneering social orientation.
- 4- determining the type and character of the connection between innovative social orientation and strategic foresight. As a result, a set of strategic solutions that address the problems of each sample may be identified. Future study will be able to evaluate the type and form of this relationship on other samples.

Third: - Research Objectives

1. Determining the research sample's degree of social entrepreneurial orientation and strategic foresight.
2. Determining how capable the private colleges under study are of investing in the future and having foresight in order to achieve the social entrepreneurial orientation.

3. Outlining the ways in which social entrepreneurial orientation might be attained through strategic foresight.
4. Identifying the form and character of the correlation and influence between social entrepreneurial attitude and strategic foresight.

Fourth: - The Hypothetical Model Of The Research

"This paragraph's objective is to create a thorough plan that the research will adhere to in order to accomplish its objectives". Refer to Figure (1). "As a result, the following are the research variables":

1. "The scale (Paliokaitė & Pačėsa, 2013) was used to measure the independent variable, which is strategic foresight, which has three dimensions represented by environmental scanning capabilities, strategic decision capabilities, and integration capabilities".
2. "The scale (Kraus et al., 2017) was used to measure the dependent variable, which is the social entrepreneurial orientation, which has three dimensions: taking social risks, social proactivity, and social interactions".

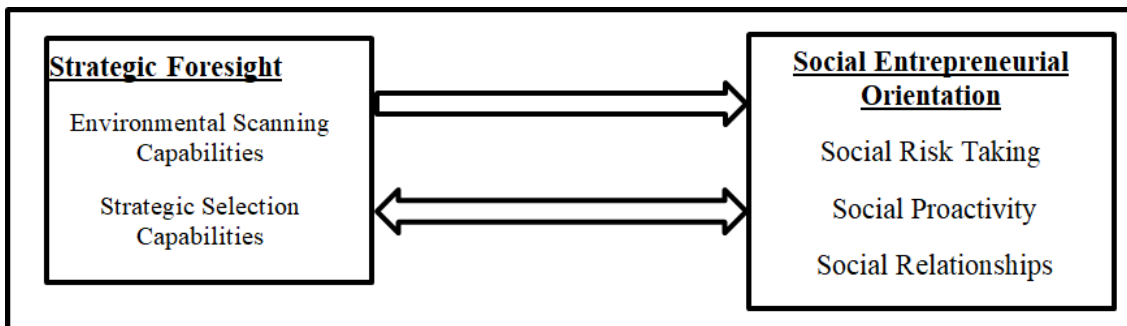


Figure (1) The hypothetical model of the research

Fifth: Research Hypotheses

First main hypothesis: There is a statistically significant correlation between strategic foresight and social entrepreneurial orientation.

Second main hypothesis: There is a statistically significant effect of strategic foresight on social entrepreneurial orientation.

Sixth: - Research Limits

A- Spatial limits

"The private institutions and colleges in the Middle Euphrates governorates (Karbala, Muthanna, Qadisiyah, Najaf, and Babylon) serve as the research's spatial boundaries."

B- Human limits

"All university administrators (deans, assistant deans, and heads of departments) at private universities and colleges in the Middle Euphrates governorates are represented by the human limits of the study".

C- Time limits

"The time frame for the theoretical investigation was March 2024–May 2024". "In addition to providing questionnaires to the research sample, this time frame served as the foundation for gathering data and information pertaining to the theoretical and practical components".

Seventh: - Research Tools

"The questionnaire was used to accomplish the study goals and evaluate its hypotheses. Table (1) explains the sources that were used in the questionnaire's creation and displays the questionnaire's structure".

Table (1) Axes of the questionnaire form and its scales

variable	Dimension	Approved scale
Strategic Foresight	Environmental Scanning Capabilities	Paliokaitè & Pačësa,2013
	Strategic Selection Capabilities	
	Integration Capabilities	
Social Entrepreneurial Orientation	Social Risk Taking	Kraus et al.,2017
	Social Proactivity	
	Social Relationships	

Eighth: - Data Analysis Methods

"In order to distribute the strengths on the questionnaire tool, the researcher used a five-point Likert scale". "As a result, several statistical techniques were applied to the forms that were gathered from the respondents and the Statistical Package for Social Sciences in order to analyze the field aspect of the study". (SPSS.v.29):

1. Arithmetic mean: - Used to determine the sample members' average responses.
2. Standard deviation: This is used to determine how the sample members' responses vary from their arithmetic mean.
3. Relative importance: This refers to how significant each paragraph is in relation to the other paragraphs on the scale.
4. The basic Pearson correlation coefficient The correlation between the research variables is determined using this method.
6. Structural modeling equation to test direct hypotheses using the (Amos) program

2. LITERATURE REVIEW

First: - Concept Of Strategic Foresight

"The phrase "strategic foresight" has become the go-to theory for successful organizations because of the fierce competition and quick changes in the global business environment". "Much research has been conducted on this subject in the last ten years, and a substantial amount of data suggests that strategic foresight improves the implementation of organizationally beneficial practices and references that improve the learning and entrepreneurial capacities of organizations incorporated into highly variable environments" (Sarpong & Maclean, 2014: 16). "The premise of strategic foresight is that decision makers must overcome significant challenges, that the future must be approached in a different way with the hope that it can be influenced if the conditions and determinants are known, and that the influence of other interested social groups who have different perspectives on their future must be considered" (Wyrwicka & Erdeli, 2018: 341). (Arokodare, 2020:9) "claimed that the foundation of strategic foresight is the analysis of the possible evolution of the corporate environment in order to promptly identify and appropriately address opportunities and risks brought about by new trends. It also consists of a collection of procedures that help businesses operate better and make marketplaces more appealing in the future". "It is described as a learning process that occurs within the context of a wide vision and moves forward to identify the future by having a system to explore it in order to make a logical decision in the business "(Costanzo, 2004:219).. (Battistella, 2014:1) stated that it is the method by which businesses detect hints and information from pertinent sources, predict new markets and trends, and create innovation policies and organizational strategies in order to get ready for an unpredictable future."According to (Arokodare, 2020:9), it is one of the aspects of strategic sensitivity and contributes to the onset of strategic agility by recognizing, tracking, and analyzing the elements that drive change, determining the possible effects that are unique to the organization, and initiating the proper organizational reactions". It emphasizes both the short and long term and incorporates assessment, learning, and anticipation to uncover environmental trends". "According to the aforementioned, strategic foresight is defined by the researchers as an organization's capacity to recognize, comprehend, and incorporate environmental events and variables into its strategic plans and decisions". "This allows the organization to investigate and invest in environmental opportunities more quickly than its rivals".

Second: - Importance Of Strategic Foresight

"In order to support strategy and decision-making, as well as research and development efforts for innovation, strategic foresight assists companies in their efforts to comprehend the

multifaceted forces that propel change". "Furthermore, the literature on innovation management and strategic management that addresses the problem of capacity building in non-continuous conditions amply illustrates the need of foresight". "As a result, the key to the organization's success rests on having systems that are flexible and adaptable as well as a strong focus on the future". (Battistella, 2014: 1). "Understanding an organization's customers, their changing needs, and their changing behavior requires strategic foresight". "This gives the organization the analysis and knowledge it needs to anticipate future customer needs and make the best decisions to get ready for change". "Additionally, the strategic foresight method helps practitioners gather accurate data regarding future trends and client needs, which encourages human involvement and creative thinking" (Baumgartner&Peter, 2021: 1). "Strategic foresight, in his opinion, shows that the future is neither predestined nor expected, but that it is possible to lessen the likelihood of being caught off guard by new trends and changes when they become the dominant trend by identifying them early on". "It can also highlight opportunities to use today's choices and deeds to create a better future".

Third: Dimensions Of Strategic Foresight

1-Environmental Scanning Capabilities

"The term "environmental scanning" describes the methodical analysis of the internal and external environments in order to pinpoint the key technologies and forces, locate the primary rivals, and arrange the change-inducing activities". "The time horizon used to decide the amount of time to be covered periodically affects the extent of the environmental scanning process; this time horizon can be short (up to 1 year) or long (more than 15 years) in the future (Paliokaite et al., 2014: 165)". Environmental scanning must be ongoing in high-speed, complex contexts that are marked by fast change and uncertainty. As a result, the temporal horizon may be extremely constrained to keep up with ephemeral chances (Amniattalab & Ansari, 2016: 11). Based on the aforementioned, the researchers define environmental scanning capabilities as an organization's ability to recognize and analyze the signals sent by its internal and external environment (both public and private). "These capabilities allow the organization to anticipate and adjust to changes in the environment, staying ahead of the competition when it comes to breaking into new markets or offering cutting-edge goods and services that satisfy consumer demands".

2-Strategic Selection Capabilities

"Finding and choosing the relevant components and pieces that can be utilized to create a cohesive future image is the second step in the strategic foresight process because environmental scanning might yield a lot of dispersed data" (Amniattalab & Ansari, 2016: 11).

"Since numerous studies of strategic foresight show that analyzing available information is a fundamental component of foresight processes and that the analysis considers some historical facts, organizations must examine external knowledge in their work, Managers analyze potential future conditions, plans, and goals". It also helps them think about as many reasonable alternatives as possible when evaluating options or decisions that affect the system". "This helps them come up with an alternative future". "To choose the preferred future and incorporate it into strategic planning and activity planning, planning and vision are required because the vision helps create a preferred future that creatively captures the organization's values and makes clear the unique contribution that frames its vision for moving forward". (Paliokaite, 2013: 46).

"In summary, the ability of decision-makers within an organization to choose data and information that can serve as the foundation for future knowledge and that can identify suitable scenarios that help to embody the organization's vision and strategic plans is known as strategic choice capabilities".

3-Integration Capabilities

"Since pursuing these ideal visions necessitates a commitment to resources and expertise that are naturally distributed throughout all departments of the organization, integration capabilities refer to the integration of knowledge-based and future-oriented information into the organization's operations, future technology platforms, and new product development plans" (Amniattalab & Ansari, 2016: 11).

"The organization must expand its knowledge base in order to take advantage of this knowledge's potential". "This will allow it to (re)organize the investigation and investment of particular opportunities and limitations in emergency scenarios. Since leadership refers to management's dedication to creating a shared understanding of the future through the ongoing mobilization of the various organizational actors' visions, the role of leadership and coordination of organizational processes must be defined as additional crucial processes that support the integration of organizational resources in an effort to achieve an ideal future". (Paliokaite et al., 2014: 165). "According to the aforementioned, integration capabilities show that an organization has the leadership talents and credentials necessary to carry out successful integration between its resources, as well as the capacity to integrate its knowledge base and coordination".

Fourth: - Concept Of Social Entrepreneurship Orientation

"As the social entrepreneurship perspective aims to generate profit while bringing about change by adding value to society, social entrepreneurs look for new opportunities and use leadership

and management techniques to make a positive influence" (Noruzi et al., 2010: 3). According to (Bacq, 2011: 374), "the social entrepreneurship orientation (Social-Entrepreneurship-Orientation) states that by incorporating stakeholders, sectors, and diverse community networks with a strong, adaptable, and productive relationship, as well as by fostering communication between communities to build stronger community relationships by building bridges to pool resources, changes can be made that will advance complexes".

"However, according to (Dwivedi & Weerawardena, 2018: 33), the social entrepreneurship orientation is the phenomena of using market-based skills and business experience in the non-profit sector, such as when non-profit organizations create novel revenue-generating strategies. The social entrepreneurial orientation, according to (Lang & Fink, 2019: 156), is a strategy that uses entrepreneurial behaviors by a group of people or a particular organization that may be developing to realize an innovative idea on the ground, offering social, environmental, or cultural solutions. Instead than focusing solely on making money gains, the social entrepreneurial mindset seeks to improve society and the globe. (Halberstadt et al., 2021: 139) stated that it is the process by which creative answers are offered to the most pressing social challenges facing society, tackling significant social concerns and putting forth fresh concepts for widespread change. According to the aforementioned, social entrepreneurial orientation refers to organizational practices that address social issues and offer creative solutions to start social change, which serves as the foundation for generating social value that supports societal well-being and resource sustainability".

Fifth: Importance Of The Social Entrepreneurial Orientation

Innovation—the creation of something new rather than merely replicating preexisting activities or practices—is the hallmark of organizational activity, and the primary motivation behind the social entrepreneurial orientation is to create social value rather than personal wealth and shareholders' wealth (Ibrahim, 2016: 244). According to (Boschee, 2015: 76–77), the following illustrates the significance of the social entrepreneurial orientation:-

1. Making it a goal to establish and preserve social worth rather than merely personal value.
2. Identifying and seizing fresh chances to further this goal.
3. Taking part in ongoing learning, adaptation, and innovation processes.
4. Behaving bravely without being constrained by the resources at hand.
5. Exhibiting a strong sense of responsibility to the target audiences and the outcomes produced.

(Parajuli, 2019:2) believes that by striking a balance between social and economic logic, the social entrepreneurial orientation aims to coexist within enterprises and provide a variety of

benefits (financial, social, environmental, etc.). However, Ranasinghe et al. (2019:46) came to the conclusion that the social entrepreneurial perspective offers a number of potential advantages, including improved efficiency, a larger market share, and a sustained competitive edge. (Hashom et al., 2020:17) revealed that the social entrepreneurial orientation aids the company in meeting the needs of its clients. As society becomes more conscious of the issues it faces and the need to try to mitigate them, this alignment with the aspirational objective for which the social entrepreneurial orientation was developed plays a significant role in drawing clients since it meets their needs.

Sixth: Dimensions of The Social Entrepreneurial Orientation

1- Social Risk Taking

The ability to operate outside of established protocols and conventions is known as risk taking, and it shows that a business is willing to invest significant resources in unexplored or dangerous areas while ignoring potential repercussions (Kraus, 2017: 2). Organizations with moderately risky policies tend to fare the best (Tomova et al., 2021: 3).

2- Social Proactivity

Being proactive entails considering how organizations get past their structural obstacles, prosper, and make wise decisions. Proactivity is defined as handling the response to an incidental situation, which can happen when organizations respond to issues that threaten their survival. Therefore, proactivity is the proactive pursuit of opportunities, foreseeing demand, and taking the lead. It is distinct from creativity in that the latter include something novel, like an invention (Kraus, 2017: 2). Proactive activity more simply involves implementing new procedures repeatedly (Bendahan, 2017: 887).

3- Social Relations

Intentional or inadvertent, social influence refers to a coordinated problem inside a society that alters people's attitudes, actions, and ideas. The degree to which an organization is able to improve the strategic, administrative, and operational results of its internal processes by influencing the attitudes and actions of people in the community is known as social influence (Sağnak et al., 2015: 152). According to Saleem et al. (2017: 130), social influence is the degree to which an organization may affect community members' decisions and persuade them to do business with it.

3. RESULTS

First: Coding And Describing The Research Variables

In order to facilitate the statistical analysis process, the variables included in the research were compensated for by a set of symbols and abbreviations shown in Table (2).

Table (2) Description of research variables

Variables		Number of paragraphs	symbol			
Main	Sub					
Strategic Foresight	Environmental scanning capabilities	6	SFES	STFO		
	Strategic selection capabilities	8	SFSC			
	Integration capabilities	6	SFIN			
Social Entrepreneurial Orientation	Social risk taking	3	SOTS	SOEO		
	Social proactivity	3	SOSP			
	Social relations	Core Processes	2		SORC	SORL
		Sustainability	2		SORS	
		Community	2		SORO	

Second: Constructive Reliability And Validity Of The Measurement Tool

The stability of the results derived from the research scale throughout various time periods and the consistency of the scale itself are referred to as constructive reliability (Bartholomew, 1996: 24). The Cronbach's alpha test is used to confirm the measuring tool's structural reliability, and the Cronbach's alpha correlation coefficient, which is displayed in Table (5), was used to compute the tool's reliability coefficient. According to Table 5's results for the Cronbach's alpha coefficients for the scales, the study variables acquired all had values between 0.907 and 0.888, which are statistically acceptable in academic and behavioral research as they are higher than 0.75. Bernstein and Nunnaly (1994:297), It suggests that the research measurement tool's scales are stable and internally consistent, and the findings demonstrate the validity of the measurement tool's variables in a way that is in line with the research sample's answers.

Table (5) Structural Stability Parameters Of The Measurement Tool

Variable	Dimension	Paragraphs	Cronbach's alpha parameters		Measurement instrument validity parameters	
Strategic Foresight	Environmental Scanning Capabilities	6	0.900	0.890	0.949	0.943
	Strategic Selection Capabilities	8	0.898		0.948	
	Integration Capabilities	6	0.904		0.951	
Social Entrepreneurial Orientation	Social Risk Taking	3	0.983	0.798	0.991	0.974
	Social Proactivity	3	0.928		0.963	
	Social Relationships	6	0.951		0.975	

Third: - Description of The Research Variables

A- The independent variable (strategic foresight)

According to Table 5's outputs, the independent variable, strategic foresight, had a high arithmetic mean (3.312), a trend towards agreement, and a standard deviation of 0.693. This indicates that university leaders in colleges and universities recognize its significance and that it has received a relatively high level of attention (62%). It also shows that the sample's opinions are homogeneous and that they agree on the importance of improving learning and entrepreneurial capabilities of organizations integrated into highly changing environments, as well as the ability to generate and maintain a variety of high-quality future perspectives and apply emerging visions in ways that are beneficial from an organizational perspective, identify unfasical conditions, and guide policy and strategy to investigate new opportunities and services.

Table (5) Summary of the results of the strategic foresight variable

Dimension	Mean	S.D	Relative Importance	Order of importance
Environmental scanning capabilities	3.12	0.727	62%	Second
Strategic selection capabilities	3.09	0.648	62%	Third
Integration capabilities	3.15	0.876	63%	First
Strategic foresight rate	Mean		3.12	Relative Importance
	S.D		0.693	

B- Dependent variable (social entrepreneurial orientation)

Three dimensions—adopting social risks, social proactivity, and social relations represented in core processes, sustainability, and society—were used to measure the social entrepreneurial orientation variable. The descriptive statistical analysis of the dimensions of the social entrepreneurial orientation was described as follows.:-

This variable was measured through three dimensions, with the social relations dimension leading the way with the highest arithmetic mean (3.14) and standard deviation (1.014). Table (6) shows that university leaders in universities and colleges are aware of the importance of the social entrepreneurial orientation, which means that investors focus on building social relations and investing these relations to improve the performance of their private universities and colleges and achieve success and provide the best performance. However, because it had the lowest arithmetic mean (2.86) and relative interest (1.009), the social risks dimension came in last. This indicates that private colleges and universities should understand how important it is to build educational cadres so that they can face risks when they arise and create suitable solutions to deal with them and achieve safety..

Table (6) Summary of the results of the social entrepreneurial orientation

Paragraph	Mean	S.D	Relative Importance	Order of importance
Social Risk Taking	2.86	1.009	57%	Third
Social Proactivity	3.01	0.903	60%	Second
Social Relationships	3.14	1.014	63%	First
Social Entrepreneurial Orientation Rate	Mean		3.01	Relative Importance 60%
	S.D		0.795	

Fourth: - Hypothesis Testing

1: - Correlation Hypothesis

The first major hypothesis states that social entrepreneurial orientation and strategic foresight are statistically significantly correlated.

Table (7) makes it evident that social entrepreneurial orientation and strategic foresight are statistically correlated. Using the criterion (Cohen et al., 1983), the correlation connection's strength was estimated to be (0.908) at a significance level of (0.01). This indicates that the correlation relationship is strong. University leaders in private universities and colleges are aware of the significance of the relationship between strategic foresight and social entrepreneurial orientation, as evidenced by the results, which also demonstrated a correlation between the two. The correlation ranged from (0.654) for the social proactivity dimension to (0.896) for the social relations dimension.

Table (7) Correlation matrix between strategic foresight and social entrepreneurial orientation

Variables	Environmental scanning capabilities	Strategic selection capabilities	Integration capabilities	Strategic foresight	Social risk taking	Social proactivity	Social relationships	Social entrepreneurial orientation
Environmental scanning capabilities	1							
Strategic selection capabilities	.424**	1						
Integration capabilities	.353**	.446**	1					
Strategic foresight	.771**	.783**	.779**	1				
Social risk taking	.500**	.432**	.400**	.572**	1			
Social proactivity	.258**	.279**	.156*	.295**	.650*	1		
Social relationships	.392**	.634**	.681**	.571**	.657**	.409**	1	
Social entrepreneurial orientation	.409**	.386**	.298**	.468**	.896*	.919**	.570**	1
Sig.=0.000		**. Correlation is significant at the 0.01 level (2-tailed).						
N=149		*. Correlation is significant at the 0.05 level (2-tailed).						

Second: - Impact Hypothesis

Through the use of structural equation modeling and the program AMOS.V.26, the researcher will examine the direct impact and multiple impact hypotheses. A set of independent and dependent variables make up the structural model since the independent variables are connected to the dependent variables via regression routes, which are one-way arrows. A two-way arrow may be used to connect the independent variables. The coefficients on the arrows connecting the independent and dependent variables (standard beta coefficients) serve as evidence of the hypotheses' validity. Because it considers how well the data fit the model that

is inferred from the relationships, this statistical method is more sophisticated and accurate than multiple regression analysis. As a result, it can be used to examine the degree of influence relationships and their direction between the research variables at the direct impact and multiple impact levels.

The meaning of this hypothesis (there is a statistically significant influence relationship between strategic foresight and social entrepreneurial orientation)

In order to test this hypothesis, a structural model explaining the nature and type of the relationship between strategic foresight and social entrepreneurial orientation was constructed. Table (8) demonstrates that increasing strategic foresight by one unit results in an improvement of (0.753) in the standard weight with a critical value of (23.531) and a standard error of (0.032), indicating that university leaders recognize the significance of enhancing the relationship between strategic foresight and social entrepreneurial orientation..

Table (8) Final results of the indirect impact of strategic foresight on social entrepreneurial orientation

Path			Standard Estimation	Standard Error	Critical Value	R ²	Sig.
Strategic Foresight	-> --	Social Entrepreneurial Orientation	0.307	0.135	2.274	0.094	0.001

Fourth Section: Conclusions and Recommendations

First: Conclusions

1. The understanding among university executives in private universities and colleges of the significance of continuously monitoring and adjusting to changes in the internal and external environment, swiftly gathering and utilizing information, and promptly reacting to market developments.
2. Understanding the context of the university environment is crucial for deciding on current and future tasks. The results demonstrated the interest of university leaders in private universities and colleges in the significance of developing effective responses through foresight activities that aim to determine responses at the present time while directing the unforeseen future.
3. When necessary, there is a consistent trend toward change as university leaders in private universities and colleges continue to recognize, investigate, and address environmental requirements in order to invest in their market position and gain a competitive edge.

4. University leaders at private colleges and universities are eager to solve the issues of rewards, a lack of drive to consider the future, a job structure that lacks vision, and the lack of interest of internal stakeholders, which could lead to universities losing their capacity for integration. Therefore, it can be anticipated that this process will significantly support universities' ability to maintain a competitive advantage in periods of intermittent change if they can motivate their staff to be receptive to outside information and effectively disseminate it throughout the universities..

Second: - Recommendations

1-In order to detect threats and opportunities early on, universities must identify, assess, and use weak signals from their sources (political, social, cultural, competitive environments, science, and technology). This calls for universities to determine the strategies, tactics, players, procedures, and systems required to improve their competitive position.

2- In order to meet and satisfy customers' needs and desires, private universities and colleges should become more interested in offering new services, improving existing services, or designing new production processes. This will help them find new ways to draw in customers, adjust to market demands, and improve their ability to compete in the marketplace, all of which contribute to the growth, survival, and development of universities.

3-In addition to allocating resources to achieve success in investment and exploration activities, private universities and colleges must improve their current investment of resources and uncover new potential in order to strike a balance between the search for new opportunities and the optimal investment of existing opportunities.

4- Universities must redistribute their resources effectively and efficiently in order to create value and protect (and capture) high-return activities as required by internal and external circumstances. Private colleges and universities should concentrate on their capacity to invest in available market opportunities, adapt to changes in the business context, and discover opportunities, threats, and risks. They should also promptly launch new strategic initiatives.

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